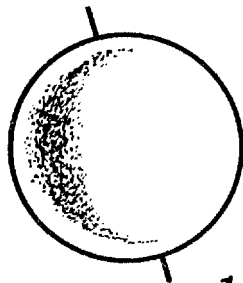


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WAR  
PLANNERS  
CONFERENCE



1959

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## I. FOREWORD

1. The purpose of the War Planners Conference, 1959, was to provide a forum at which views on both general and limited war planning problems could be exchanged between representatives of Headquarters planning staffs and the field. Formal lectures were scheduled in order to familiarize all concerned with current developments and recent changes in concepts and policy. War Planners were then brought together in small seminars to discuss specific planning problems and to develop solutions or future courses of action wherever possible.
2. Emphasis was placed on the seminar approach in order to provide planners the maximum opportunity for personal contact, to exchange views, ask questions, and to permit informal clarification and amplification of planning matters.
3. The Conference was not designed to be a refresher course on war planning, but rather a series of preplanned working seminars to discuss problems requested by representatives from headquarters and the Senior War Planners.
4. The primary value of the Conference will result from the beneficial effect of closer agreement and understanding on the part of all planners. This will be reflected in the improved future production of the field and headquarters plans. It is hoped this report will serve to remind the participants of current planning problems and of the suggestions made for solving them.

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## II. LECTURES

1. A series of 15 lectures was arranged for the War Planners Conference. The audience was limited to about 50 persons, and the subject matter and speakers were chosen to orient the conferees as to recent developments and policy changes in the various aspects of War Planning.

2. The Conference was opened with an address by the DD/P, Mr. Richard M. Bissell. Tab A is a summary of Mr. Bissell's remarks.

3. The lecture subjects and speakers were as follows:

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4. The Conference was closed by remarks from the DDCI, Gen. Cabell. Tab B is a summary of Gen. Cabell's remarks and the question period that followed. Lecture outlines for all presentations are available upon request.

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### III. SEMINARS AND RESUME

1. The subjects for the 30 Seminar Meetings were chosen from seminar agenda items submitted by the overseas Senior War Planners and the various Headquarters elements. An effort was made to keep the Seminar groups small in number, and they were scheduled in small conference rooms to promote an informal atmosphere. Each Seminar was assigned a specific objective and a planned discussion outline was prepared.

2. Seminar Leaders were appointed to get the discussions started and to keep the comments generally in line with the predetermined discussion items. Seminar Leaders were provided with copies of pertinent background papers for distribution to the conferees.

3. A copy of the Conference Schedule has been forwarded to all addressees.

4. The salient accomplishments of the Seminar sessions are as follows:

a. Seminar 1 - Wartime Organization and Planning Procedures, Europe: This Headquarters has provided to the Senior War Planner Europe a suggestion for a new planning procedure to be implemented within his area of responsibility. This takes into consideration the redetermination of the geographic areas composed of EE, SE, NE, and AFR. Four subcommands were designated, and Chiefs of Stations, [REDACTED] were designated as wartime Area Commanders. During this War Planners Conference, a general understanding has been reached for the execution of this proposed planning procedure in the immediate future.


b. Seminar 2 - UW Requirements, Pacific: In the future, the Senior War Planner Pacific will be informally advised of tentative acceptances of Unconventional Warfare requirements for informational reasons. SWPPAC would take required action to inform field stations of the tentative acceptances, thereby expediting the process for final and formal acceptances by Headquarters.

c. Seminar 3 - UW Requirements, Europe: It is considered that the procedures employed in handling the revised UW requirements, which are being prepared for submission to the JCS, have been greatly improved through the addition of considerable detailed information provided on the acceptance forms to the Joint Staff and to the SWPs. It was proposed that CIA should consider the preparation of a request to the Joint Staff that future military requirements should be provided wherever possible on more of a general mission basis instead of in the form of requests for specific missions, which is the current form in which they are received.

d. Seminar 4 - Wartime Organization and Planning Procedures, Pacific: Senior War Planner Pacific concurred in the recommendation for the production of a single multipurpose plan at country level to support both the Contingency Plan and General Emergency Operations Plan. However, it was recognized that under a situation when the U.S. might send forces into a country on a unilateral basis, two plans for that particular country would be necessary. As a general rule, however, one plan as proposed appears to be the best solution.

e. Seminars 5 and 7 - Clandestine Intelligence and Counter-intelligence: This Headquarters has previously recommended to the SWPs that the SWPs and field stations, in coordination with the theater commanders, work out the acceptance of clandestine intelligence requirements at the field level and that only the list of those requirements which could not be accepted, either by CIA or military elements in the field, would be submitted to this Headquarters by the Joint Staff. An understanding was reached that the SWPs would continue to try to develop this procedure in coordination with the military for the preparation of future clandestine intelligence requirements. Clandestine intelligence requirements received from the Pacific and from Europe are not considered to be realistic and were not properly coordinated during their preparation with SWPs, as was proposed to the JCS by this Headquarters. The requirements received from the Pacific area are less acceptable than those received from Europe. The Seminars brought out the problems of staffing these requirements, and the possibility exists that they will be returned to the Joint Staff for revision.

f. Seminars 6 and 8 - IO Planning: The Senior War Planners were briefed on IO Division planning requirements and capabilities in the Pacific and in Europe. It was emphasized that war planning



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In response to JCS request, [REDACTED] has been designated as point of contact for EUCOM for Psychological Warfare, as well as FI and UW planning.

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g. Seminars 9 and 12 - War Gaming: During the discussion of war gaming, numerous suggestions for general improvement of the conduct of Exercises were offered. A great interest in and increased understanding of this problem were demonstrated in the discussion of planning, preparations, and communications. A general understanding was reached concerning a greater emphasis on CIA's participation in these fields; also that the Senior War Planner will provide future war gaming reports in much greater detail.

h. Seminars 10 and 11 - Legal Appendix: These Seminars demonstrated a need for a Legal Appendix, coordinated with Department of Defense, and further delineated problem areas to be investigated with respect to security and the situation that would arise when the CIA Force Commander is a civilian.

i. Seminars 13 and 15 - Evacuation and Relocation: Senior War Planners and Headquarters representatives in their discussions clarified the responsibilities of the Military, Department of State, and CIA for the preparation of noncombatant evacuation plans. The present status of State, Defense, and CIA planning regarding the evacuation of selected key indigenous persons was discussed. It was determined that future courses of action would be delineated following publication of the revised State policy on this subject. The new draft Agency Relocation Directive was discussed.

j. Seminars 14 and 16 - Target Analysis: These seminars oriented the Senior War Planners concerning the current status of the Intelligence Studies produced by TAB and ORR. Requirements for future studies, particularly in the field of Operational Intelligence, were discussed and a general understanding was reached that a continuing requirement will exist for preparation of these studies.



k. Seminars 17 and 20 - Base Planning: These Seminars emphasized the need for flexibility in the concepts of base planning due to radioactive fallout patterns and other aspects of global war. Headquarters support planners encouraged Senior War Planner representatives to commence the preparation of material requirements for base planning and to develop plans for the utilization of transportable base units. It was suggested that the support planner SWPE should be permitted to approach CINCNELM and request that assistance from Naval installations in the Mediterranean be provided for inclusion in base planning.

l. Seminars 18 and 19 - Contingency Planning: The discussions emphasized the specific need for the development of CIA plans to support the Military, not only in combat situations but also in situations short of combat for which Theater Commanders have developed operational plans. A general understanding was reached that a CIA component of a unified subordinate command involved in contingency war planning would retain operational control of its own forces, and that the CIA component should receive military support requirements from the unified subordinate command in the form of mission-type directives.

m. Seminar 21 - Middle East War Planning: The current status of the proposed shift of war planning responsibility for the Middle East from SWPE to C/NE was reported. Ideas relative to the accomplishment of this shift of responsibilities were exchanged.

n. Seminar 22 - JUWTF Planning, Pacific: This Seminar demonstrated that it was desirable to establish joint UW planning groups in the CINCPAC area; however, CINCPAC has not yet determined the method to initiate this action. The SWPPAC will continue to press for early action by CINCPAC on this matter.

o. Seminar 23 - Annex I, USEUCOM OPLAN 100-2: The discussion in this Seminar reflected the general agreement that the present JCS position should be changed to reflect the CIA exceptions. A paper, raising CIA reservations, will be forwarded to the JCS for consideration. (This has since been accomplished.)

p. Seminars 24 and 25 - Support Planning: These Seminars reported progress in planning for TSS Requirements, Wartime Tables of Organization, Security, Communications, Airlift Requirements, and Mobile Base Concept.

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q. Seminars 26 and 28 - Meetings with JCS: These Seminars provided an opportunity for the CIA planners to meet with representatives of the JCS. Among the items emphasized were the usefulness to the Military of Annex A to the CIA Global War Plan and the need for care in selecting military personnel for Project USEFUL. In discussing clandestine intelligence collection requirements, it was the consensus, on both sides, that the requirements should be returned to the JCS pending the receipt of more suitable requirements, which will be prepared by theater commanders based on the newly issued instructions of the JCS.

r. Special Seminar - Security Planning: A special unscheduled Seminar was held by the Office of Security. The Emergency and War Plan of the Office of Security and the mission of security planning were explained to the Senior War Planners.

5. Detailed recorders' reports of seminar periods are available upon request.

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#### IV. CONCLUSIONS

1. It is considered that the War Planners Conference was highly successful as a mechanism for the discussion of Headquarters and field planning problems and for the exchange of ideas between War Planners and other Clandestine Services personnel. This Conference made maximum use of preplanned seminar periods, which are believed to be the most effective means of ensuring systematic coverage of all important agenda items in the time allowed. Seminars should, therefore, be emphasized in future conferences.

2. Senior War Planners and Headquarters elements were solicited in advance to provide problem areas to be presented and discussed during this conference. In order to ensure maximum effective use of available conference time, future conferences should be scheduled on this basis.

3. New planning directives to SWPE and the increased emphasis on contingency planning is expected to result in the need for the preparation of additional plans, with an accompanying increase in planning problems.

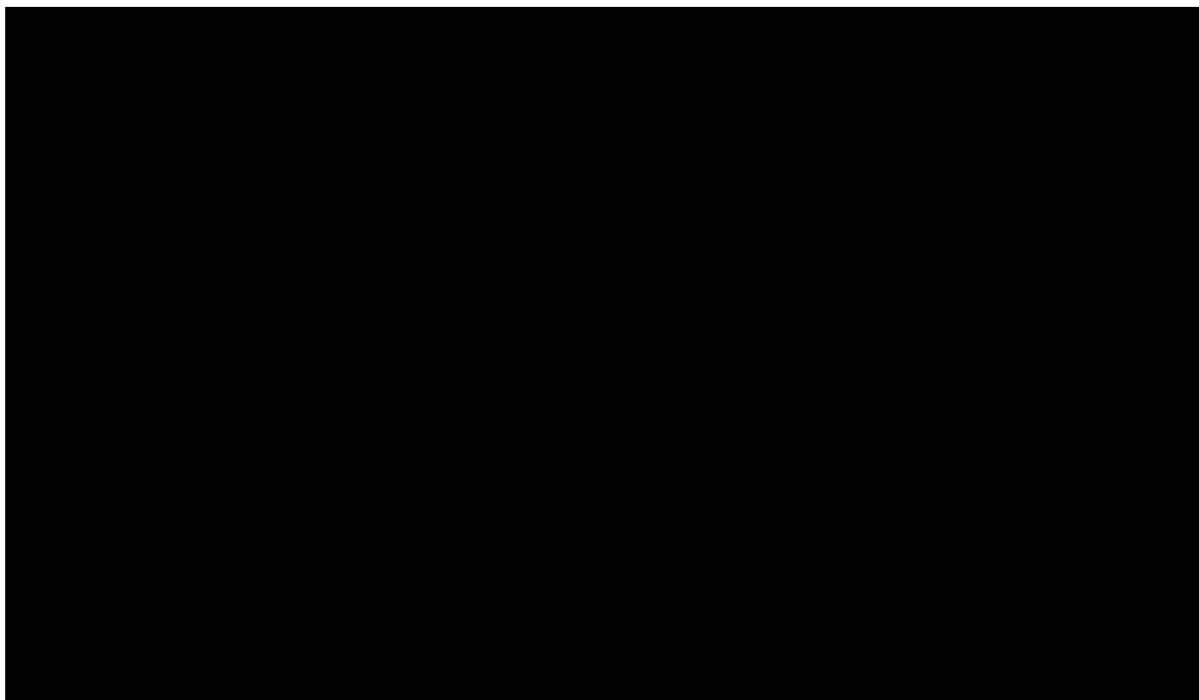
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13 April 1959

MEMORANDUM FOR THE RECORD

1. On 16 March 1959, Mr. Richard Bissell, DD/P, addressed the War Planners Conference. A brief summary of his comments is as follows:

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2. Mr. Bissell spoke on internal DD/P matters as follows:

25X1A6A a. He mentioned the changes in Divisional structure. SE is abolished, with its functions going to EE and NE. An Africa Division formed to cover Africa, [REDACTED] [REDACTED]

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b. The DD/P described a new division to be called "Development Projects Division." A self-contained unit with components as to material, logistics, finance, etc.

c. He also said that PPC is now a part of Operational Services and has been since last July.

TAB A

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3. Mr. Bissell stated that we in DD/P are in the middle of an Agency-wide efficiency drive. This started with personnel and space requirements for the new building. Functions and internal relationships are also under study with the aim of more efficient operation.

4. The DD/P is anxious to make Cold War Plans more meaningful and to streamline project review procedures with more delegation of authority downward.

5. Mr. Bissell closed by saying that he hoped the Planners would bear these comments in mind.

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13 April 1959

MEMORANDUM FOR THE RECORD

1. On 26 March 1959, General Cabell, DDCI, closed the War Planners Conference with comments substantially as follows:

a. He mentioned the high quality of this War Planners Conference and that it provided an excellent opportunity for the exchange of ideas between War Planners and other DD/P personnel.

b. The DDCI described the importance of the trend toward more Area Division participation in war planning. He also noted the continuing need for the revision of plans, contingency planning, and the avoidance of war planning as a paper exercise.

c. General Cabell discussed the continuing need for greater efficiency in war planning and the proper use of our available resources.

2. General Cabell closed his remarks by answering questions as follows:

Question: Do you believe that all CIA elements in wartime should be under the operational control of the Theater Commander?

Answer: It is hard for me to visualize the situation from which we would never want to have certain CIA resources available for that part of the role of CIA in wartime which is not of concern to the Theater Commanders. It would be impossible to establish in advance the percentage of such a division of our resources. Such decisions will have to be made upon the outbreak of war. Under the Command Relationships Agreement, any hold-out of resources is an exception; therefore, the burden justifying such an exception lies with the Agency. The decision will depend on the time, place, and circumstances.

Question: What plans do you think we should make for the reorganization of CIA Headquarters in time of war?

Answer: Personally, I think that in time of emergency we will not want to spend the time of our people in thinking about reorganization. The organization we have now is sufficient to carry on in the emergency. Only if we get a quiet spell should we think about reorganization.

TAB B

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Question: Where does CIA stand now in regard to Intelligence Community relationships?

Answer: Good relationships in the Community are on an upward curve. The new NSCID's were disseminated and they are now in effect. Even though there are still a few places where they have not been filled out by the Community, I believe the relationships are good. I do not believe that CIA has such a unique position in the Intelligence Community as to be aligned against the other members of the Community. The disputes we have at the Intelligence Board are very infrequent. Right now, we have a difference of view about guided missiles. As yet, we have not had to go to the NSC to resolve special issues and I do not think we will have to in the future.

Question: Do you envisage CIA as a component force in a theater situation?

Answer: The arrangement whereby CIA is considered a component force already exists. We in CIA intend to live up to this agreement.

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